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MEMORANDUM TO: Assistant Director for Scientific Intelligence

THRU: Acting Management Officer

FROM: [REDACTED]

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SUBJECT: Survey of Scientific Services Staff, OSI.

1. A survey of the procedures and activities of the Scientific Services Staff, Office of Scientific Intelligence, was undertaken between 18 May and 3 June 1949 to evaluate the effectiveness of present operations and to provide more economical and better service for the Office of Scientific Intelligence.

2. The activities being performed and individual work assignments are set forth in a work distribution chart attached as Exhibit "A". The procedures being employed in the initiation, formulation and satisfaction of intelligence requirements are set forth in the process chart attached as Exhibit "B".

3. An analysis of the charts listed above and of the interviews held with employees of this Staff disclosed ^{several} ~~major~~ weaknesses in the operation:

a. Responsibility for many of the specific activities was divided between different members of the staff. This resulted in slow-down of operation, confusion as to responsibility and little or no follow-through for constructive results, e.g., Four staff members drafted requirements. In two cases the same staff members distributed the material received in response to requirements. In the other two cases distribution was done by two additional staff members.

b. An unnecessary time-lag in ^{several} ~~distribution of material~~ resulted from unnecessary controls, handlings and reviews. ~~All incoming~~ material was handled at least three times before it reached the designated recipient.

~~DSAC: [REDACTED] BA: [REDACTED]
VOP: [REDACTED]
GROUP: [REDACTED]
NO CHANGE TO GROUP: [REDACTED]
Document No. [REDACTED]~~

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SEE REVISIONS [REDACTED]

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c. Considerable confusion existed as to initiation and formulation of requirements. No staff member carried responsibility for stimulating or directing requirement action, for analyzing and directing requests for requirements, for evaluating satisfaction of requirements, or for closing out requirements. In other words, professional analysis and judgment was absent from the requirement action. The requirement function consisted of record-keeping and preparation of drafts of consolidated scientific requirements.

d. Backlogs of work have accumulated within the staff. This was particularly true in reference to materials picked up for redistribution to other branches and in reference to open literature and materials from documentation services, e.g., CADO.

e. Duplicate logs and controls were being maintained, e.g., standard distribution, OSI requirements.

f. The staff members indicated little or no knowledge of related operations in other offices of CIA, e.g. Two staff members responsible for drafting OSI requirements did not know the difference between OO and SO or how they operated. None of the staff members with possible exception of the Chief understood the OGD requirement and distribution activities which merge into OSI activities.

4. Poorly defined relationships with other offices of CIA arising from the recent separation of OSO from ONE and the lack of strong direction and leadership within the Scientific Services Staff resulted in the following problem which may be of Agency-wide concern:

a. Requirements - The overall aspects of this problem are being presented in a separate paper. OSI was handicapped through absence of coordina-

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b. Utilization of OGD Services - Centralized control of requests for OGD services and maintenance of library materials within OSI have resulted in poor, cumbersome and inadequate utilization of OGD facilities. ^(little or) No effort had been made by the Scientific Services Staff to facilitate OGD in rendering more and better service to OSI.

c. ORE Information Control - Since the separation of OSI from ORE no action had been taken to relieve ORE of two activities which affect OSI:

(1) All cables were and are being disseminated from ORE. This subjected OSI to a delay while cables passed through ORE and to receiving secondary consideration.

(2) ORE also dictated and still does dictate which OO information reports should be sent to OSI for evaluation. This, OSI must wait while the report passes through ORE and only those reports which ORE cannot evaluate are sent to OSI.

5. It is recommended that:

a. The Scientific Services Staff be disbanded and its activities be reallocated to other organizational segments of OSI as suggested in the chart attached as Exhibit "C".

b. The procedures for handling OSI requirements and distributing materials received in satisfaction of such requirements be simplified. A suggested procedure is attached as Exhibit "D".

c. Uniform procedures be developed for those activities allocated to OSI branches to forestall deviations from established procedures and the building up of unnecessary controls, numbering systems, records, and files in the branches; the functional supervision of information control activity in OSI branches be assigned to one individual who is organizationally attached

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to the Assistant Director for Intelligence, such as the Chief of the Administrative Staff.

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d. Negotiations be undertaken with Management Office assistance, when necessary, to obtain cooperation of other offices of CIA in facilitating OSI operations:

(1) Arrange for direct contact between OSI specialists and the information services of the Agency. Publication of an OSI internal operating memorandum setting forth the individuals to contact for service, which is now in preparation by the Chief, Administrative Staff, will implement this action.

(2) Arrange for constructive OCD action in locating requested materials within CIA and OSI.

(3) Arrange for maximum utilization of OCD readers in routing materials to OSI branches, e.g., routing of material in satisfaction of requirements.

(4) Arrange for provision of scientific specialists on Library Staff to facilitate OSI research.

(5) Arrange for provision of scientific specialist in [REDACTED]

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[REDACTED] Office of Operations, for translation of OSI materials.

(6) Arrange for OCD assistance in the abstracting, coding, machine indexing and subsequent identification of open scientific literature.

(7) Arrange for further participation by OCD in the machine indexing and subsequent maintenance and identification of classified scientific intelligence information.

(8) Arrange with OCD for extension of building messenger service to OSI branches.

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(9) Negotiate with ORE and OCD for the direct dissemination of cables to OSI branches.

(10) Negotiate with ORE, OCD and OO for the direct referral to OSI branches of information reports requiring evaluation.

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